



# County of Los Angeles

## DEPARTMENT OF PUBLIC SOCIAL SERVICES

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BRYCE YOKOMIZO  
Director

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

August 16, 2004

TO: Each Supervisor

FROM: Bryce Yokomizo, Director

SUBJECT: **LEADER SYSTEM – BOARD OF SUPERVISORS MOTION/SYNOPSIS  
#16 (JANUARY 27, 2004)**

On January 27, 2004, your Board approved Amendment Number Eight to the LEADER Agreement which provides additional Application Software Modifications and/or Enhancements hours (M&E hours) to the LEADER Agreement. However, you further approved a motion that instructed me to: a) work with the Chief Information Officer (CIO) to determine an acceptable standard for Eligibility Determination/Benefit Calculation (ED/BC) response times during peak hours; b) prepare an amendment to the LEADER Agreement for Board approval to include the response times and appropriate remedies should the response times not be achieved; c) return to your Board with an assessment of the LEADER System response times at the end of the six-month period; and d) request authorization of your Board to continue usage of the 8,000 M&E hours per month beyond the six months approved by your Board.

This is to provide you with a status report on the actions taken in response to your motion, and to inform you that we will not use any M&E hours in excess of the 48,000 hours (8,000 per month for six months) already approved by your Board on January 27, 2004, until we present your Board with the amendment to the LEADER Agreement as instructed.

### Assessment of LEADER System ED/BC Response Times

In response to your Board's motion, we immediately began working with Unisys Corporation (Unisys) and the CIO to improve LEADER System ED/BC response times. We identified several performance areas where changes could be made to improve LEADER System performance. Unisys coded, tested, and implemented these changes at its own cost. By the end of February, we also provided refresher training on ED/BC to 100% of our line staff. Thereafter, we began working with County Counsel on possible text for the requested amendment because we had made a significant improvement on ED/BC response times, which was confirmed by our district offices. In fact, more than 92% of all ED/BC transactions prior to the end of May were completed within 30 seconds; and 98% within one minute. We prepared for Quarterly Reporting, which we believed, would reduce ED/BC response times even further.

On May 28, 2004, we implemented Quarterly Reporting, Medi-Cal 1931(b), and CalWORKs time limit interface with the State's Welfare Data Tracking Implementation Project (WDTIP). This was the largest, most complex set of LEADER System modifications since the LEADER System became operational in May 1999. It also caused an unexpected degradation in ED/BC response times. For example, on May 27, the day before these major changes were implemented, 98% of the ED/BC transactions were processed in less than 60 seconds. However, on June 2, the first day following implementation of the new LEADER System functionality, only 71% of the ED/BC transactions were processed in less than 60 seconds.

Working with Unisys we have made and continue to make a concerted effort to identify what is causing the slow ED/BC response times and to correct all identified deficiencies.

Since June 2, 2004, Unisys has made 26 LEADER System changes and continues to identify and evaluate potential performance areas that can be modified to further improve ED/BC response times, all at no cost to the County. In addition to these activities, staff from Unisys, accompanied by Departmental LEADER staff, made site visits to our district offices to observe the operation and to respond to the response time concerns. Additionally, we have created a LEADER ED/BC Task Force, comprised of technical staff from Unisys and the Department, as well as line and program staff.

Unisys recognizes its commitment and partnership with the County to further improve LEADER System performance. As part of this commitment, and at no cost to the County, Unisys is going to replace one of its four mainframes used for the LEADER System with a much faster and larger-capacity mainframe. This investment will enhance LEADER System performance, such as ED/BC response times, and give us the computer power we need to continue making mandated changes to our programs. The replacement mainframe is on order and will be installed over the Labor Day weekend.

#### Operational Improvements

Beyond the performance enhancements to the LEADER System, we have also found in working with the district offices that our line staff need additional and ongoing LEADER System training. The ED/BC Task Force, made up of line and program staffs, have helped identify our training needs. That training is currently underway, and we intend to expand it to target different user groups, such as supervisors and deputies. Additionally, we are developing a LEADER Quick Tips Guide and recently installed a LEADER Help Desk Guide on the LEADER System.

Determination of an Acceptable Standard for ED/BC Response Times

Because we are continuing to modify the LEADER System to improve ED/BC response times, we believe it is in the best interest of the County to delay the development of the amendment language for ED/BC response times until Quarterly Reporting, Medi-Cal 1931(b) and WDTIP provisions have been fully operational for a period of at least four months. This will afford us the opportunity to thoroughly evaluate the full impact of these changes on LEADER System processes, to ensure we get full performance from the new mainframe, to make any necessary adjustments, and to maintain the integrity of the LEADER System. This extra time will also allow us to take into consideration the County's current business needs and give us the sufficient response time data to make a fair and realistic assessment.

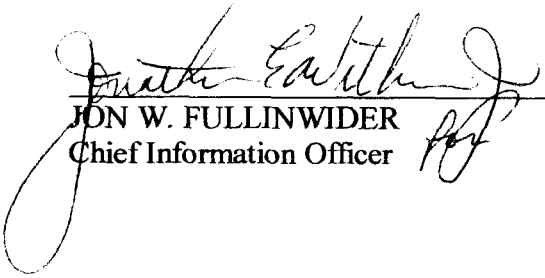
As stated earlier, this delay will not result in our using more than the 48,000 M&E hours (8,000 hours per month for six months) approved by your Board on January 27, 2004. Both the CIO and County Counsel concur with this approach and believe it is in the best interest of the County.

In summary, we believe that the new mainframe, the performance changes to the LEADER System, and the continued LEADER System training to line staff will give us a LEADER System that performs to its highest potential. I intend to come back to your Board no later than November with LEADER Agreement Amendment Number Nine that will include ED/BC response times and the appropriate remedies should these response times not be achieved.

BY:pcr

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Clerk of the Board  
Auditor Controller  
Internal Services Department

NOTED AND APPROVED

  
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JON W. FULLINWIDER  
Chief Information Officer